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ncura

newsletter

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40th Annual Meeting Update

Cheryl-Lee Howard



It's hard to believe that it's "only" July and the Program Committee has almost completed all the hard work that goes into planning the core of the Annual Meeting offerings. Even as you read this article, the printed program is being "typeset" through the marvels of modern technology and our very talented NCURA Office staff. You should have a copy in your hands in just a few weeks, but just to whet your appetite here are some highlights of this year's program:

Something for Everyone

This year's program committee was chosen not just because they were outstanding and creative people, but because they could bring a diversity of offerings to the program. We identified nine major interest groups some by content and some by size or level of experience. For example, we not only have a strong Electronic Research Administration component, but also great care was taken to ensure that it provides something for the Administrators and something for the Technical folks. And while we've ensured "nuts and bolts" sessions in all areas, we're trying some new offerings geared specifically to Senior Administrators. There are seven blocks of concurrent sessions, which provide opportunities to hear and ask questions of guest speakers from funding agencies, experts in all areas of research administration, and colleagues who have experience in new and different approaches to problems.

The Choice Made Easier

Your evaluations always say that with so many concurrent offerings it is just too difficult to decide on a session to attend. So this year, each session will be coded to show to what audience(s) it should appeal. The interest groups we've identified include Financial Management, Pre-Award,

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Slate Set for 1998 Election

Ada Sue Selwitz

Christina Hansen of the University of California-Irvine and Nancy L. Wilkinson of Emory University are this year's candidates for Vice President/President-elect.

For Treasurer, the candidates are F. John Case of Desert Research Institute and Pamela B. Whitlock of University of North Carolina at Wilmington.

All four individuals have participated in numerous activities for NCURA at both the regional and national levels, and have many years of experience in the field of research administration.

Biographical information on each candidate can be found on pages 10-13. Ballots and return envelopes are inserted in the center of this issue.

The Vice President/President-elect assists the President in conducting the affairs of NCURA, and plans and presents the Annual Meeting. After serving a one-year term as Vice President/President-elect, the individual succeeds to the Presidency.

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The 1998 Travel Awards Program: Catherine Core Minority Travel Awards

Erica Magrum and William Corbett, Jr.

The 1998 Travel Awards Program is available again this year, however, with a different name and a new look. During the Spring of 1998 the Membership Committee reviewed the travel program and decided it was time for some changes. As most of you will recall, in past years the travel program was limited to Historically Black Colleges and Universities (HBCU's) and Minority-served Institutions (MI). The Membership Committee was concerned about a noticeable downward trend in the number of applications received for the travel award program and felt that the criteria may be too limiting and the award amount too small. In response, the Membership Committee decided it was appropriate to open up the award to any minority regardless of their institution affiliation and raised the award amount to \$1,000. In addition to these changes, the Committee also wanted to give the Travel Award a new name.

It is fitting that this award be named for Catherine Core. For those of you who do not know Cathy, she joined NCURA in 1992. She served Region II on its Steering Committee from 1993-1995 and at numerous regional meetings as panel moderator and workshop leader. In 1993, she led the Region's Minority Outreach Program, coordinating a campaign to enlist NCURA members from HBCU and Minority Institutions. On the National level, she served on the ad hoc HBCU/MI Connections Committee from 1992 through 1994, during which time she

(Continued on Page 25)

CYBER-place



The Keys to Security

Erin B. Lindsay and Stephen D. Dowdy

Security used to be easy. Wires connected dumb terminals to a main frame. Nobody from outside could get at data. With the Internet, security isn't so easy, and the results of ignoring security can be scary.

What does a research administrator need to know about security? While administrators do not have to be security experts, they should educate themselves.

Logging On

Chances are that when you log-on to your computer your password looks like "xxxxxx." But unless your institution is running an authentication server to encrypt your password (e.g., Kerberos at MIT), your password went across the network as clear text, protecting you only from the person physically looking over your shoulder.

What Does Authentication Mean?

Authentication simply means that Joe Granters wants to be sure that the person who electronically claims to be Jane PI is, in fact, Jane PI. If Jane's password was sent "in the clear," or unencrypted, Jane could claim that she did not physically send anything; she could claim that someone unscrupulously stole her identity. But, if her password had been encrypted, then Joe can be fairly certain that Jane was responsible. Jane's responsible even if she gave someone her password, just as she would be responsible if she gave her credit card to someone who then charged it to its limit.

If you send clear text across the Internet, you are sending it across a public network, freely and openly disclosing your information. What does this mean? You may have just lost your patent rights.

What is a Digital Signature?

Similar to a handwritten signature, a digital signature asserts that the named person wrote or otherwise agreed to the document. The recipient (and a third party) can verify that the document originated from the person whose digital signature is attached, and that the document has not been altered since it was signed. The most standard system of

electronic signatures relies upon public/private key encryption.

What are Public/Private Keys?

Just as a key unlocks the door to your house, private and public keys enable you to "lock" and "unlock" your data. Each person gets a pair of keys: one public and one private. Each person's public key is published, while the private key is kept secret. If the private key is made known to anyone else, then the security is compromised. The public key, however, can be given to anyone. Even if Jane PI accidentally sent her public key to the entire ResAdmin listserve her security would not be compromised.

A key is merely a value applied to plain text via an encryption algorithm to produce ciphertext.

How does this work? Suppose Jane PI wants to digitally sign an e-mail to Joe Granters. Jane's private key will generate some hieroglyphics. Since Joe has Jane's public key containing the corresponding algorithm, it can decode the e-mail and Joe can confirm (authenticate) it is from Jane. Remember, however, that public keys cannot be used to make signatures; they can only be used to verify them.

What's the Problem?

Anybody can generate a private and public key pair. Jack Gradstudent can sit at his computer, take the software that generates the public and private key pairs, and generate them for Jane PI. He can then send a message and say it is from Jane.

How do you know that the person who signed really is the person that they say they are? There are a couple of different ways to distribute public keys. Jane could hand her public key to Jack on a cocktail napkin. But this is rather cumbersome. A more efficient manner would be to use a third-party certificate authority (CA), like VeriSign. The CA is responsible for the identification process. VeriSign certifies that Jane is Jane. They give her an identifying key in the form of a certificate. Then, when Jane accesses a web page, the

certificate granted to her from VeriSign becomes her key and her authentication.

How Secure are the Agencies?

The probable scenario, the FastLane model, will place the authentication responsibility on the grantee institutions. The institution creates user accounts, thus "authenticating" that Jane PI is really Jane PI. However, the four-digit User PIN is more suspect since one can possibly break the PIN. If you were fortunate enough to have submitted a recent Mission to Planet Earth proposal to NASA, on the other hand, the submission pilot used both encryption and public/private key technology. This pilot was a good example of a very secure transaction.

Do I Need to be an Expert?

Research administrators do not need to be experts, but they do need to educate themselves. Ask some questions at your institution.

Are your passwords going through the clear, and if they are, what will your university do to protect this?

Will your institution buy certificates through a third-party vendor like VeriSign? In other words, is every single user at your institution going to go through the vendor? Or will your institution become its own certification authority (like MIT)?

Get these answers, and you will start to have the key to security. For more detailed information, a web page has been created as a companion to this article: www.ncura.edu/era/security.htm.

Stephen D. Dowdy is Manager of Network and Information Systems, Office of Sponsored Programs at MIT. Erin B. Lindsay is User/Liaison, Research Administration at the California Institute of Technology. Steve and Erin are both members of NCURA's Select Committee on ERA.



Ask Ann Granters

by Bob Lucas

Institute for Scholarly Productivity
San Luis Obispo, California

DEAR ANN:

I just got back from the spring regional meeting (I'm not going to tell you where, though I'll lei it on the next person who says with a raised eyebrow, "Ooo, you went to H***ii. I'll bet that was rough!")

Frankly, I'm getting sick of taking flack every time I go out of town on a trip. People seem to think all I do whenever I travel is party.

The truth is I have come to dread traveling. Sure the change of scenery is welcomed, but that's usually a scant part of the whole scene.

Before I leave town, I have to clean off my desk and catch up on all the work that has been piling up. Were that possible, of course, I would have already accomplished that the previous weekend when I spent all day Saturday in the office.

But since it didn't happen then, I usually spend the night before a trip in my office trying to get closure on as many urgent matters as possible.

That's the campus scene. Then there are the responsibilities that go with the conference itself. I'm now at that stage in my career where rather than just being part of the audience, I'm often part of the program. This means that while I'm clearing off my desk to leave, I'm also preparing handouts, overlays and slides for my presentation.

Then when I arrive at the conference, I'll have a committee meeting to attend, so while I'm en route, instead of relaxing with a novel on the plane, I'm reading the agenda and backup material to prepare for discussion.

Then there's my role as a typical participant. Some folks think when I sit in on the sessions, all I do is take notes to file and forget. I wish that were the case. But at every meeting I either learn about new things I need to do or discover things I've

omitted. Like recently, when I learned that when I developed our procedures for disclosure of potential conflicts of interest, I neglected to extend their applicability to custodial staff. Turns out that as custodians sift through the debris in the waste basket of a highly sensitive proprietary research development project, they might learn something which would give them an unfair advantage in the marketplace. So they must disclose any interest they have in the company funding the grant before they are allowed to carry out the garbage. You won't get stuff like that from the Federal Register.

Then when I phone back to the office to check in, I learn that a faculty member has been running a grant out of his back pocket for the last four months and hasn't paid any of his student assistants. He figured that since he hired them, surely someone would make sure they were paid. Slapping his wrists will be difficult because he chairs the research ethics committee.

The worst part is when I finally return to campus, I find that no one has bothered to break into my office and clean up all the unfinished tasks on my desk. Instead my omni-competent staff entered during regular business hours, stuffed my in-box full, and then purchased another one from campus stores to handle the overflow.

If this is my way of getting a paid vacation, I need a short course in scamming.

I'm so fed up I'm just about ready to cancel my trip to Martha's Vineyard.

*RED FROM ANGER NOT
EMBARRASSMENT*

DEAR RED:

You were where? While I was in Ph*I*d*lph***? Remember what W. C. Fields said on his tombstone about that town? You think while I was there, I spent a lot of time lamenting the fate of those of

you who had to go to H***ii to struggle with the subtleties of ERA?

See the problem? Even I can't take your complaints seriously, so what can you expect from your colleagues?

Look, I hear what you're saying. Every point is valid.

But here's the issue: when the foreman hops into his pickup to drive into town for a six inch carriage bolt, there's no way the field hand left behind in the hot sun is thinking, "Poor guy I sure hope the air-conditioning in his truck holds out."

Believe me, it doesn't make any difference if you're heading off for a three-week field trip to a swamp, it all looks like exotic travel posters to those left behind in their cubicles with only Dilbert cartoons to stare at.

What to do then? Take the hint. Others are giving you a clear signal: you need to take better care of yourself. This means doing less. You have already demonstrated that you need a seven-day workweek. Give you seven, and you'll come up with ways to fill eight. Give you an eight-day workweek and you'll want nine.

Stop it. You see, it's not them that's the problem. It's you. Fortunately they will continue to harass you unfeelingly until you realize that trip to the H state was an incredible opportunity that you squandered. You should have stayed another day or two to enjoy it. Don't not do that again.

If you're going to take the ribbing, you should at least have a tan to cover it.

Do you have questions? Send them to Ann. Every now and then her answers are helpful.

"Ask Ann Granters"
NCURA
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Washington, D.C. 20036

Outside the Beltway

Steven Smartt

One of my favorite songs has a hook line that says, "Your mind is on vacation, but your mouth is working overtime."

Even though there's a sense that Washington is on vacation during the summer months, the parade of issues, reports, and politicking continues to work overtime. Here's a sampling of noteworthy observations and gossip on the street.

Gotta light? For all the high drama around the anticipated tobacco legislation, it's as evasive as trying to grasp a handful of smoke. You may recall that some portions of the Clinton R&D budget were somehow tied to anticipated tobacco tax revenues. The stalling of that legislation may well translate into slightly less growth in some research agencies.

Take my Speaker, please: Historically, mid-term elections during a sitting president's second term tend to benefit the political party not in the White House. But this time around, Republicans are not expected to widen their majority in the Congress. The Democrats seem likely to hold ground, and they really don't prefer to retake majority status in the congress.

The Republicans have held such a slim majority in both chambers, and been so fragmented in their intra-party politics in the House, as to have been frustrated by their lack of consensus. The Democrats have little or no chance of gaining sufficient seats to become a dominant majority, so they are content to let the other party stumble along until the 2000 elections.

Got mail? On a more practical matter, do you sometimes wonder what impact your campus president's letter to congress has? For example, a letter to an appropriations committee chair to encourage funding for a particular research agency?

It is a fairly routine practice for members of Congress to write their colleagues who chair the appropriations committees, urging increased funding for one agency or another. This often is done at the request of university presidents who, for example, will ask their congressman to write the committee chairs with such a message. The campus heads get a copy of the letter, conclude that their congressman is doing them a favor, and feel like a direct participant in modern democracy.

Well, this is a more commonplace event than you may realize. A majority staff member on the House Appropriations Committee says they have a database of such requests from Members of Congress. As of early June the committee had received over 7,000 requests from fellow members—not even counting the mail they receive from ordinary citizens and lobbying groups—concerning next year's appropriations. Leading the tally were requests pertaining to Defense and HHS.

Zero sum game: Committee structures in the congress present odd and interesting admixtures of programs and agencies vying for a fixed sum of funding. For example, the National Science Foundation gets an appropriation out of the same trough as does housing, veteran's programs, and NASA.

The mark-up of one appropriations bill is resulting in criticism that science funding is coming at the expense of home heating oil for low-income families. See Daniel Greenberg's op-ed column in the June 30 Washington Post about this dynamic.

Looking ahead: In the arena of long-term support for research comes another version of a bill to double civilian research and development.

Sen. Frist, a Tennessee Republican and transplant surgeon, has introduced legislation that would double in 12 years the funding for a handful of research agencies. One key difference between his bill and a previous version championed by Sen. Gramm and Sen. Lieberman is that it would index increases to 2.5 percentage points above the rate of inflation.

Step right up: I can recommend to you the current exhibit in the headquarters of the American Association for the Advancement of Science (AAAS). It's about psychological assessment. One display describes tests used for selecting civil servants in ancient China. Applicants had to demonstrate skills in music, archery, horsemanship, writing, arithmetic, and ceremonial etiquette.

I suppose a thoroughly modern version of this would cover skills in using a CD-ROM, targeting your audience on a web home page, changing lanes on a crowded expressway, translating federal regulations into English, surfing the 'Net, ordering a double decaf mocha, and requesting separate checks.

Can you sign this on your way out the door? Did you hear the inside story on how the recent changes in A-21 came to be finalized? One version has it that the university groups in Washington had a tacit understanding with the OMB point people that bench marking for facilities costs, proposed as an idea for consideration a couple of years ago by OMB, was not going to be written into the regulations.

As things progressed, seems that when some higher ups within OMB were presented that plan they nixed the idea. It took some quick and thoughtful action behind the scenes by the power players in DC higher education circles to come up with an alternative plan that would be sellable to OMB folks, especially given that the OMB director was soon to be moving on. A compromise was struck to have universities agree to open up their costing plans for new research facilities to allow the government to satisfy itself that decisions affecting construction costs are prudent.

Have it your way: The news about GAO looking into how campuses handle graduate tuition on federal research grants is being watched with interest by most schools. At least one university association is using the occasion to point out the ambiguity and contradiction that exists between A-21 language and the tax code. Stay tuned. This one will either fade fast or start to simmer.

Scratch your back? Collaboration between universities and the corporate sector takes many forms. It's not uncommon for these groups to serve as a mouthpiece for one another. After all, support from your friends usually has more credibility than blowing your own horn.

Take for instance a recent report by the Committee on Economic Development, an independent research and policy group including some 250 business and academic leaders. The report, entitled "America's Basic Research: Prosperity Through Discovery," makes a case for basic research, such as performed in universities, as an important complement to industrial R&D.

And on behalf of industry, universities have been vocally supportive of the R&D tax credit. This section of the tax code is on life support in the form of short-term extensions by congressional action. The research

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Book Review

by JoAnn Moretti

A Guide to MANAGING FEDERAL GRANTS for Colleges and Universities

Published by NCURA and NACUBO in conjunction with Atlantic Information Services, Inc.

Do you often feel overwhelmed by the reams of information on federal funding that you are expected to read and recall?

Do the words “look it up on the net” evoke sweaty hands, internal prickliness or general panic?

Do you have trouble finding the time to communicate with colleagues on the latest issues in the field?

Are you new to the business and finding it difficult to separate your MTDC from your F&A?

If you answer yes to any of the above, then *A Guide to MANAGING FEDERAL GRANTS for Colleges and Universities* may be a valuable resource for you. This loose-leaf guide is actually a reference system made up of core materials, monthly newsletters and quarterly updates. The core materials are organized by narrative chapters covering topics such as Agency Review and

Negotiation, Award, Payment and Cash Management, Post-Award Administration, Audit, and Audit Resolution. The appendices include copies of OMB Circulars A-21, A-110, and A-133, as well as an Other Related Materials section. An index is provided at the back of the Guide.

FEDERAL GRANTS NEWS for Colleges and Universities is issued ten times per year with combined issues in July/August and December/January. These Newsletters provide regular summarized updates on changes or emerging issues in federal grants management.

A tabbed section is included in the Guide to house these newsletters. Quarterly updates are also distributed four times per year which will insure that your Guide information is current. Updates will be provided in between quarterly updates when important events take place that warrant immediate notification.

A Guide to MANAGING FEDERAL GRANTS for Colleges and Universities is not a comprehensive resource but it does provide great overviews of the subjects it covers and will keep you up-to-date going forward. And in these busy times, it is extremely helpful to

have a condensed reference book available whether it is used by management for a quick check or by the less experienced research administrator who needs an introduction to the general framework of the profession.

The annual subscription for *A Guide to MANAGING FEDERAL GRANTS for Colleges and Universities* is available to NCURA and NACUBO members at a price of \$295 each and to non-members at \$395 each. The renewal prices are \$260 for members and \$360 for non-members. Subscription inquiries should be directed to Atlantic Information Services at 1-800-521-4323 (202-775-9008 in DC).

Special thanks to the authors, Julie T. Norris, MIT, Jane Youngers, University of Texas Health Science Center at San Antonio, Robert Lloyd, lecturer, writer and consultant; and the Editorial Board and all other contributors.

JoAnn Moretti is Associate Director, Sponsored Programs Administration at Harvard University.

NCURA Raises Flag for Hilton

Hilton Hotels Corporation and Hilton International CO, a subsidiary of Ladbroke Group PLC, have formed a worldwide alliance. In addition to a new corporate logo, hotels world-wide have had a slight change in name. To emphasize the Hilton image, hotel's names will now start with the word Hilton. Members attending this year's NCURA 40th Annual Meeting will be staying at the Hilton Washington (formerly known as the Washington Hilton and Towers). At 11:00 a.m. on the 25th of June, at ceremonies around the world, all Hiltons lowered their old corporate flags and raised flags with the new Hilton logo.

At the Hilton Washington, NCURA was honored by being asked to raise the flag. Executive Director, Kathleen Larmett along with Hilton Employee of the year, Ernante Jones, raised the new Corporate logo, while a number of Washington association CEOs, Hilton Worldwide sales staff and the Hilton Washington staff looked on.

Larmett remarked, “Having formed such a recent partnership with Hilton, I was quite surprised to not only be invited to the ceremony but to be asked to take part in it! I was very pleased that NCURA was asked to take such a prominent role in the festivities.”

When asked what other changes NCURA members will see in November, Ken Slattery of the Hilton responded, “In late December, we completed the remodeling of the meeting space. The meeting rooms along the Crystal Corridor and the Park Suite Corridor were done from top to bottom with new carpet, wall coverings and improved lighting. Also, we have redone the Capital Cafe Restaurant, keeping the same decor, but freshening the furnishings. For those driving to the hotel, you will notice a newly brightened parking garage. We look forward with great anticipation to welcoming NCURA back to the Hilton Washington.”

In addition, members will find this year that their credit cards will not be charged for a first night's deposit until the room block cut-off date, three weeks before the meeting.



Pictured (l-r): William H. Edwards (General Manager of Hilton Washington), Doorman Roosevelt Williams, Ernante Jones (Hilton Employee of the Year) and Kathleen Larmett (NCURA Executive Director)



REGION III Southeastern

Our 29 new members include: Marilyn Anderson and Sharon Young (Western Kentucky); Penelope Ashwanden (Florida Atlantic); Patricia Barton (Spaulding); Melody Bean (Bermuda Biological Station for Research); Janice Bishop, Bettie McGowan Hudson, Valerie Ramsey, and Deborah Whitfield (Clemson); Georgianna Bolden (Clark Atlanta); Herbert Chermiside (Virginia Commonwealth); Valerie Chestnut (Med. U of S.C.); Merilynn DeCracker and Jane Gentilini (U of S. Florida); Bruce Derr (Emory); Michael Gower (Duke U Med. Center); Cynthia Howell (Midway C.); Joyce Johnson (Tuskegee); Robert Johnson (Appalachian State); Debra Kirchgassner, Oliverne Mattson, and Nancy McKenzie (U of Florida); Janice Lotterer (Vanderbilt U Med Center); Lisa McCarroll (Birmingham Southern C.); Cheryl McDade (Semiconductor Research Corp.); Joan Pritchard (U of Central Arkansas), Antonieta Sauerteig and Maria Valero Martinez (U of Miami); and Maria Thompson (Tennessee State). Welcome!

It is now official...Puerto Rico is now a member of Region III. Welcome to these "new" members.

Many thanks for their hard work go to Richard Moore (Coastal Carolina) and Tom Roberts (Florida Gulf Coast) who are the out-going Chair and Secretary-Treasurer, respectively, plus Barbara Gray (C of Charleston) and the Program Planning Committee for a great job with this spring's regional conference in Charleston. It is rumored that we had record attendance; we know for a fact that 148 participants attended.

Our Region III members are quite busy! Two will appear on this fall's national ballot: Nancy Wilkinson (Emory) for Vice President and Pam Whitlock (UNC

Wilmington) for Treasurer. Steve Smartt (Vanderbilt) will be replacing another member Ardis Savory (U. of S. Carolina) on the NCURA Fundamentals Workshop Faculty.

Also, those of you who attended the Predominantly Undergraduate Institutions meeting in D.C. during July may have noticed that five of the eight planning committee members included our very own Jenny Bradley (Roanoke C.), Patricia Buennemeyer (James Madison), Cliff Shisler (Northern Kentucky), Pam Whitlock (UNC Wilmington) and Peggy Lowry, Conference Chair (Murry State University).

In addition, Region III members Tommy Coggins (U. of S. Carolina), Nancy Wilkinson (Emory), and David Wright (Emory) have been busy on the Planning Committee for ERA III.

Deborah S. Walz is Director in the Office of Sponsored Programs at the University of Central Arkansas.

REGION IV Mid-America

The joint Region IV NCURA and SRA Midwest Spring Meeting in Columbus Ohio, April 25-28 was a huge success, with 230 members in attendance. Highlights included Keynote Speaker Jep Hostetler of The Ohio State University who enhanced his audience's Psycho Neuro Immunology (PNI) quotient with humor and a touch of magic; Julie Norris' and Jane Youngers' National Workshop on problem solving in research administration which was filled to overflowing; a number of excellent concurrent sessions; an evening adventure at COSI (Center of Science and Industry); and, best of all perhaps, a "heavenly" choir of research administrators who chanted the story of our great profession.

The Kevin Reed Outstanding New Professional Award was presented to Heather Mills, University of Michigan Medical School, for her energetic service to the region, her friendly spirit, and particularly her encouragement of other newcomers to the region.

Gail Mitchell, Northern Illinois University, was the recipient of the 1998 Distinguished Service Award. In addition to a long list of contributions at both the

regional and the national level, Gail's supporters emphasized her passion for research administration and her encouragement of others.

Ed Herran, incoming Chair of Region IV, presented a gift to outgoing Chair, Jamie Caldwell, thanking him for his services to the region, and welcomed new officers Ellen Rogers, Notre Dame, Chair-elect; Carol Willeke, Miami University, Secretary; and At-Large members Jo Barnes, Southern Illinois University at Edwardsville, and Marjorie Piechowski, DePaul University.

The selected site of the 1999 meeting is St. Louis, Missouri at the Regal Riverfront Hotel, May 1-4.

Beverly Page is an Information Specialist in Pre-Award Services at Kansas State University.

REGION VI Western

As the new Region VI Chair, I want to thank Joyce Freedman and Georgette Sakumoto for all their hard work on the very successful Spring Meeting with Region VII in Kauai, Hawaii. We had a great member turnout and a terrific program. Already, we are beginning to plan for Spring Meeting '99 in Coeur d'Alene, Idaho. Region VI will be responsible for the program, and in the next few weeks we will ask for program committee volunteers. Check the Region VI homepage for more information.

As for the near future, John Case, of Desert Research Institute, has agreed to chair the Travel Awards Committee for the national meeting. He will be recruiting committee members to review nominations. Once again two awards will be given to Region VI research administrators to help defray the cost of attending the National Meeting.

Region VI has a new initiative! Mary Nunn is heading a committee that will survey Region VI sponsored programs offices, compiling information on services, staffing and organization of our offices. The committee consists of Arezu Movahed, Terry Manns, Barry Dorfman and CeCe Manoochchri. This is a follow up to a survey done in 1989 which was a terrific resource for planning and reorganization. Please participate in the survey, which we hope to be distributed in the fall. We are all looking forward to the update!

Electronic Research Admin (ERA)-Technical, ERA-Administrative, Tech Transfer, Biomedical, Small Institutions-PUI/HBCU/MI, Departmental Administration, and Senior Managers.

A Chance to Discuss Key Issues

Last year's very well received small discussion groups are back again, giving a chance for smaller groups, selected on a first come first served basis, to talk about important topics. Some of them will serve as follow on sessions to concurrent sessions, some will be a chance to talk about subjects not offered elsewhere.

Workshops

Many consider these gems the highlight of the Annual Meeting. Workshop Coordinator Cindy White and Deputy Coordinator Judy Fredenberg are putting the finishing touches on Sunday, Wednesday and Thursday's full offering of workshops. Some of the old favorites (like those wonderful visits to NIH and NSF) are coming back, and you'll also see some intriguing new titles. With the great choices, it's getting to be just as hard to choose a workshop as a concurrent session! Get your registration in early to ensure your first choices as they fill up fast.

A Little Room to Breathe

Another common complaint is the lack of time to catch one's breath, to reflect on all the information that has just been processed, or do a myriad of other important things. Although "free" time is impossible to find when so much is packed into a few short days, we've rearranged the schedule Tuesday afternoon. There will be a more limited choice of sessions and some late afternoon chances to take a break or schedule a meeting.

Some Time for Fun and Networking

Let's face it, for many of us the Annual Meeting is the only chance to get to know those colleagues you work with by phone, fax and e-mail all year long. Many opportunities, both formal and informal, to meet and chat with other attendees are built into this year's agenda. And since this is NCURA's 40th Annual Meeting, our opening banquet and Tuesday night parties will honor the event. In preparation for the formal Sunday night banquet and Anniversary Ball, there will be Saturday night ballroom dance lessons. Since Saturday is October 31, costumes are appropriate (although not required). As for Tuesday, after serious negotiation, NCURA's own band, "Soul Source and the No Cost Extensions" has been signed for another year's command performance at our "BIG 4-0" Birthday Party.

Mark your calendars now. Get those travel requests into the approval route. Your colleagues are looking forward to seeing you in November for NCURA's 40th Annual Meeting.

Cheryl-Lee Howard is Vice President of NCURA, Program Chair of the 40th Annual Meeting and Assistant Dean for Research, Homewood Division at the Johns Hopkins University.

Finally, I want to encourage Region VI members to consider organizing a regional or subregional professional development workshop or conference. Funds are available for such activities through the Helen Carrier Fund. The most recent one was organized at Caltech and was a great success. Please contact me if you are interested in organizing such an event.

As always, check the Region VI homepage for the latest news!

Carol Zuiches is Region VI Chair and Director, Office of Grant and Research Development at Washington State University.


REGION VII Rocky Mountain

Summer is a time to be enjoyed in between the hustle and bustle of the academic year; however, NCURA activities are still on-going at a hectic pace. Summer committee meetings were held in Washington, D.C. in late May, and Region VII was well represented. Planning for the Annual Meeting (our 40th celebration) is well underway, and I can assure you it will be another great meeting. I look forward to seeing everyone there. Most importantly for our region, the summer is a time to select a new Chair and a new At-Large Member for two-year terms of office. You will receive shortly a ballot for these important positions. Please vote; your support and assistance means a lot to all the candidates.

On a personal note, it is with mixed emotions that I write for the last time as Chair. I will be moving from Flagstaff shortly to assume the responsibilities of a new position at Michigan State University. I am very pleased and excited about new opportunities in Michigan, including the fact that I have the good fortune of calling Region IV my new NCURA home. However, embarking on a new adventure means that you are also departing from a warm and welcome haven. My nearly nine years in Arizona and Region VII have been wonderful. I have made life long friends and not just new professional colleagues. I deeply appreciate the recognition and trust that you have granted me, and I look forward to all the good times and challenges that are ahead. Thanks and best wishes to everyone. In comparison to my note after the Hawaii meeting, this truly is Aloha!

Terry A. May is Region VII Chair and Director of Research Administration in the Office of Grant & Contract Services at Northern Arizona University.

***Regions I, II, and V are on Vacation!
Watch for news from these Regions in
the next issue of the NCURA Newsletter!***



**Nationally Known Research Administration Council
Celebrating 40th Anniversary Seeks Ballroom
Dance Instructors for Membership With
Broad Range of Dance Proficiency.**

Lessons to be provided on Saturday,
October 31, 1998 from 7:00 PM until
10:30 PM, Hilton Washington.

Compensation for this service will include
Fun, Refreshments and the Gratitude and
Admiration of Colleagues.

Must know Fundamentals of Waltz,
Foxtrot, Cha Cha or Tango. Other
Ballroom Dances a Plus.

Apply to: NCURA Office

Lights, Camera, Action! NCURA's First Live Satellite Video Teleconference Airls

Peggy Lowry

The trucks are in place, the cameras mounted, the podiums stand ready. The excitement is building. The speakers arrive early for their make-up call. Scripts are ready for the teleprompter. The anticipation mounts. The crew, the producer, the director, and the speakers are in place. At 10 minutes before 8 am, Steve Hansen moves behind the podium. The room becomes quiet. At 8:00 sharp, the conference opens to over 100 sites around the nation. After a brief welcome from Steve Hansen and NCURA President Mary Husemoller, the first program officer begins her presentation. And then, the call-in questions begin to come in from institutions across the country. The pace continues non-stop for the nine-hour broadcast, covering eleven Federal and private programs.



Woods, U.S. Department of Justice; Mary Ellen Oliveri, National Institutes of Health; Sally Rockey, U.S. Department of Agriculture; C. Michael Baker, U.S. Environmental Protection Agency; Thomas Quarles, National Science Foundation; Steve Hansen, Southern Illinois University at Edwardsville; Julie Norris, Massachusetts Institute of Technology; Steven Smartt, Vanderbilt University and Merrily Sterns, American Association of State Colleges and Universities Office of Federal Programs (co-sponsor of the conference); Peggy S. Lowry, Murray State University (Conference Chair); Jenny H. Bradley, Roanoke College; Patricia D. Buennemeyer, James Madison University; Terence Manns, California State University, Sacramento; Linda W. Patton, University of San Diego; Cliff L. Shisler, Northern Kentucky University; and Pam Whitlock, University of North Carolina at Wilmington. Special thanks to Diana Jaeger and NIH and NCURA's Executive Director Kathleen Larmett, and her staff Barbara S. Amster, Tara E. Bishop, Charles Ells, Krista Gladwin, Marc K. Schiffman, Tracy G. Williams, and Regina Ziglin.

Peggy Lowry is Director, Office of Sponsored Programs at Murray State University.



NCURA's first live satellite video teleconference, was an exciting new venture into delivering information to NCURA members. Viewership is estimated at 2,500.

The success of the teleconference is due to the generosity of the many participants including: Rosalie Gendimenico, U.S. Department of Education;

Jay Donahue, U.S. Department of Education; Christine A. Morfit, Fulbright Scholar Program; Joseph B. Neville, Jr., National Endowment for the Humanities; John C. Burkhardt, W.K. Kellogg Foundation; Herbert Levitan, National Science Foundation; Gina

Approval of New Investment Policy Highlights May Executive Committee Meeting

Tommy Coggins

The NCURA Executive Committee met in Washington D.C. on May 30 and 31. The meeting followed full-day meetings of NCURA's Standing Committees on May 29. The Executive Committee was brought up-to-date on the activities of each committee and took action on several recommendations. Among those actions was the approval for implementing a new Investment Policy.

The new Investment Policy marks a significant change in NCURA's operating practices. Until the appointment of a Task Force on Long Range Financial Planning in November, NCURA did not have a true investment plan. The Task Force, chaired by Alice Tangredi-Hannon of Brown University and comprised of John Fini, Massachusetts General Hospital; Don Allen, University of Washington and Mareda Weiss, University of Wisconsin-Madison, met with NCURA Executive Director, Kathleen Larmett and Assistant Executive Director, Tara Bishop in March to begin the

process. This group was assisted by Rob Olcott of Prudential Securities. Alice provided the Executive Committee with background information and a description of the final plan. Mr. Olcott followed with additional comments and answered questions. He commented that the new plan is not an aggressive step, but a prudent and necessary change in the evolution of an organization. The plan calls for NCURA's funds to be divided into three separate investment pools. The pools will be designated as the Operating Fund, Short-Term Reserve, and Long-Term Reserve. These pools will allow NCURA to maximize its investment potential while maintaining a sound financial base. The Executive Committee, Finance and Budget Committee and NCURA Staff will share responsibility for implementation and management of the plan.

Tommy Coggins is NCURA Secretary and Associate Director, Office of Sponsored Programs and Research at the University of South Carolina.

See Page 27 for Executive Committee Photo!

“Fundamentals” Lineup Set for 1999– Registrations Now Being Accepted

NCURA's workshop, “Fundamentals of Sponsored Project Administration” will travel to Orlando, Florida, Portland, Oregon and Albuquerque, New Mexico in 1999.

Heading the faculty team next year is Regina White, Director, Office of Sponsored Programs at the University of Vermont. This will be Regina's third year as faculty and NCURA is fortunate to have someone so dedicated to the professional development of its members. Teaching the “Fundamentals” has involved more time for White than just traveling to different cities several times a year. She has assisted a number of participants both before and after workshops either via phone or e-mail.

The “Fundamentals” has seen a surge in attendance over the last two years. Both 1997 and this year saw a fourth session added to the normal three-city schedule. Because this year's fourth session is already “sold out” a number of members have requested early admittance for the 1999 series. To respond quickly to this request, the 1999 program will be on the NCURA Web Site (www.ncura.edu) by the time you read this and you may download the registration form.

Coming back for his second year is John Case of the Desert Research Institute, who will be joined by new faculty member Steve Smartt of Vanderbilt.

The dates for each workshop are:

- February 15-17, Orlando, FL;
- April 26-28, Portland, OR; and,
- June 21-23, Albuquerque, NM.

It has not yet been determined whether a fourth session will be added to the 1999 lineup.



Sponsored Programs Conference for Predominantly Undergraduate Institutions

Peggy Lowry

Over 100 participants attended the 7th biennial conference for Predominantly Undergraduate Institutions. Two days were filled with over 45 sessions on funding programs specifically focused for the undergraduate institution. Federal and private program officers provided their insights, advice, and a mountain of handouts for all of the participants. The conference featured a new format, which allowed participants to choose from three concurrent sessions throughout the two days. Additionally, many of the program officers were available following their session in a specially designated chat room that enabled participants to continue a dialogue with the speaker. Special thanks are extended to the program committee for their work over the past year in developing this conference. Peggy S. Lowry, Murray State University; Jenny H. Bradley, Roanoke College; Patricia D. Buennemeyer, James Madison University; Terence Manns, California State University, Sacramento; Linda W. Patton, University of San Diego; Cliff L. Shisler, Northern Kentucky University; and Pam Whitlock, University of North Carolina at Wilmington.

Peggy Lowry, PUI Conference Chair, is Director, Office of Sponsored Programs at Murray State University.

Beltway (Continued from page 4)

campuses want it to become permanent, even though universities themselves do not find that they directly benefit through increased industrial research contracts.

The logic is that increases in industrial R&D, stimulated by the tax break, will result in productivity gains, increases in GDP, and thus additional tax revenues. Tax revenues are in universities' interest in these times when domestic federal spending is being pinched.

Tumbling Tumbleweeds: Roy Rogers has gone on to the Big Roundup in the Sky. If Buddy Holly's plane going down was the day the music died, for those of us whose formative years were in the 50's, Roy's passing was the day we hung up our spurs.

I have to wonder what Roy would have done if he had been in charge of scientific integrity. No need for inspectors general. Just let the King of the Cowboys handle any ne'er do wells. And Roy's version of OMB would have by now found a non-controversial, equitable way to fund research facilities and administrative costs.

Happy trails to you.

Steve Smartt is Past President of NCURA and Director in the Division of Sponsored Research at Vanderbilt University.

Annual Election – Vice President/President-Elect



Christina Hansen

**Director, Office of Research Administration
University of California, Irvine**

NCURA ACTIVITIES

Member, 1979 to present
Membership Committee, 1986-1988
Finance & Budget Committee, 1988-1990
Chair, Finance & Budget Sub-Committee on Centralized Regional Investments, 1989
Professional Development Committee, 1990-1994
Deputy Workshop Coordinator, 1992-1993
Workshop Coordinator, 1993-1994
Executive Committee, Region VI representative, 1994-1996
Search Committee for Executive Director, 1997
Chair Professional Development, 1997-1998

OBJECTIVES AND GOALS

My objective as Vice-President/President-elect would be to continue the process of organizational self-examination begun in 1995, which resulted in the report from the NCURA Select Committee on Strategic Planning. This report outlines issues related to membership, organization, and programming that are at the heart of the future of NCURA as a vital organization. I am pleased to provide my thoughts on several issues I believe are important:

Member Involvement: Like any service organization, the leadership of NCURA must clearly understand and respond to the needs of our clients. This is easier in that our volunteers are both client and provider; however, we must continue to encourage broad participation in the regional and national activities of the organization. As past Chair and Secretary/Treasurer of Region VI, I have seen the considerable talents and enthusiasm of our

members and am confident that their efforts serve to strengthen the organization and its services.

Relevant Programming: "Re-engineering" may be passé, but change is not. I believe our members will be demanding more pertinent programming in order to help them respond to pressing issues at their institutions. In addition to providing fundamental training for research administrators, NCURA should ensure that our annual meetings, conferences, and workshops continue to bring together knowledgeable faculty, who can tackle the tough questions. NCURA was at the forefront in making a continuing commitment to ERA training. The overwhelmingly positive response from members and non-members to the past ERA conferences demonstrates the need for more of this truly visionary thinking. The challenge is to look for issues on the horizon and develop programs to give our members the edge they need.

Accessible Programming: NCURA's primary objective is to provide educational and networking opportunities for our members; thus, a reason to focus again on programming. The video conference held earlier this year is one attempt to reach a broader audience and reduce costs to our members. Behind the scenes, the Membership, Publication, and Professional Development Committees are looking for ways to utilize other technology, primarily the internet, in offering information and training opportunities to the membership. These activities should be encouraged in order for NCURA to stay in step with our members who are becoming increasingly more sophisticated in electronic technologies.

Efficient Processes: Policies, issues, and personnel are evolving rapidly at our home institutions, in private industry, and in the public sector. For NCURA to keep pace with this change, I believe we need to rethink our ways of doing business and adopt processes that support a flexible organization. We need not be reminded that organizations unable to respond quickly to change become outdated and ineffective. The Executive Committee will be challenged to establish clear organizational responsibilities, streamline processes, and facilitate decision making.

There are other issues to be sure, but I believe that addressing these will ensure a strong and vital organization long into the future. I appreciate the opportunity to serve you and the organization.

PROFESSIONAL EXPERIENCE

University of California, Irvine,
Director, Office of Research Administration,
1988 to present
University of California, Los Angeles
Assistant Director for Health Sciences, Office of Contract and Grant Administration,
1983-1988
Contract and Grant Officer, Office of Contract and Grant Administration, 1979-1983
Assistant to the Director, Office of Contract and Grant Administration, 1978
Photomarker Corporation
Marketing Director, 1977
Chem Aero, Inc.
Assistant Sales Manager, 1976-1977
Sales Representative, 1974
Sales Office Manager/Sales Secretary,
1970-1973

PROFESSIONAL ORGANIZATIONS AND ACTIVITIES

Society of Research Administrators,
1980-present
UC Management Skills Assessment Program,
assessor of participants, Lake Arrowhead,
California, October 1985
Consultant, Lawrence Berkeley Laboratory,
review of LBL Sponsored Projects Office,
July 1989
Business Consultant, National Institutes of Health site visit team
National Institute of Neurological,
Communicative Disorders & Stroke
(NINCDS), San Antonio, TX, March 1983
NINCDS, Los Angeles, CA, April 1984
National Institutes of Child Health and
Human Development (NICHD), Denver,
CO, October 1984
National Institute on Aging, Galveston, TX,
May 1987
NICHD, Seattle, WA, September 1990

*See the center of this
Newsletter for a
Ballot and return
envelope!*

Annual Election – Vice President/President-Elect



Nancy L. Wilkinson

Assistant Vice President for Research/ Director, Sponsored Programs Emory University

NCURA ACTIVITIES

Member, 1982 to present
Member, Executive Committee, November 1996 - present
Co-chair, Electronic Approval and Routing System (EARS) Task Group under the auspices of NCURA and the Federal Demonstration Partnership (FDP), 1997 - present
Member, National Program Committee, 1996, 1997
Co-author, Clinical Trials Handbook, 1997
Program Chair, NCURA Summer Conference on Electronic Research Administration (ERA) 1996
Member, Select Committee on Electronic Research Administration (ERA) 1995, 1996, 1997
Sub-Committee Chair (ERA), Education and Training, 1995, 1996
Sub-Committee Chair (ERA), New Initiatives, 1997
ERA liaison to Membership Committee, 1997
Member, Professional Development Committee, 1995
Editorial Advisory Board, Research Management Review, Journal of the National Council of University Research Administrators, 1993 - Present
Chair, Region III, 1992
Chair-elect, Region III, 1991
Member, Publication Committee, 1989, 1990
Evaluator, NCURA workshops, 1989, 1994
Co-Chair, Region III Ad-Hoc Committee for Electronic Initiatives, 1993, 1994
Program Committee, Region III, 1991
Columnist for NCURA Newsletter, Region III, 1989, 1990
Co-chair, Program Committee, Region III, 1989
Moderator/Panelist, NCURA Summer Conference (ERA III), August 1998
Faculty, NCURA National offering to regions, workshop titled "ERA Fundamentals for Research Administrators", May 1997
Faculty, NCURA National Meeting, 1990, 1991, 1992, 1993, 1996, 1997
Faculty, NCURA Summer Conference (ERA II), 1997
Panelist, NCURA National Meeting, 1988, 1989, 1991, 1997
Moderator, NCURA Summer Conference (ERA), 1996
Panelist, NCURA Summer Conference (ERA), 1996
Moderator, NCURA National Meeting, 1987, 1993, 1994
Computer poster presentation, NCURA National Meeting, 1987
Faculty, NCURA Region III Meeting, 1996, 1998
Panelist, NCURA Region III Meeting, 1991, 1993, 1994

Moderator, NCURA Region III Meeting, 1991, 1994
Moderator/Panelist, NCURA Region III Meeting, 1989

GOALS AND OBJECTIVES

NCURA is comprised of dedicated members working together to exchange their knowledge and experiences. Through that exchange, NCURA members grow professionally and provide the expertise that our institutions rely upon. In support of our members' development and the changing environment of higher education, NCURA must continue to evolve to remain the primary professional organization for research administrators. I believe that our evolution should be focused on the areas of leadership, professional development, regional support, communication and partnerships.

Leadership: It is my belief that our leadership, through the strategic planning process, has positioned NCURA to develop dynamically in the years ahead. What remains now is to implement these ideas and continue to examine how our organizational structure might be improved to maximize our potential. For example, NCURA is an organization that has historically been endowed with an abundance of leaders. However, we must not assume that this will simply always be the case. In order to assure an ample supply in the future, we must be deliberate in our efforts to identify and nurture our next generation of leaders. To that end, I will work to establish and foster mentoring and leadership development programs. As we advance to the next century, this will help ensure that NCURA will have leaders who can see the challenges ahead and position our organization to meet them.

Professional Development: I believe that NCURA's soul is its excellence in the national and regional programs, workshops, and special conferences. Over the years, I have had the good fortune to participate in and help create many of these offerings. I will work with our professional development committee to expand our program offerings particularly for mid-level professionals and newly appointed managers and directors. As we look for these new opportunities, I am convinced that we can balance our historically strong core offerings with programs that are designed to explore cutting edge topics.

Regional Support: If professional development is our soul, then NCURA's heart is definitely its regions. It is the place where we often first begin to appreciate this organization and its talented members. For me, the region has offered a place to learn, to grow and to network.

Regions, serving as our grass roots, are wonderfully independent and should remain so. Recently, the regional representatives to the Executive Committee formed an internal working group to discuss best practices among their regions. Continuing these discussions may provide rapid opportunities for our regions to improve.

Communication: Communication is an area we have only begun to tackle formally as an organization. I believe that we should concentrate considerable effort to ensure that we can exchange information quickly and effectively. For example, only a few of our regions have such tools as listservers or web sites to facilitate the exchange among members. I will

work closely with the Select Committee on ERA and the Membership Committee to improve offerings electronically to our membership. Already the National Office is hard at work on some of these ideas, such as a national listserver, and direct access and query capabilities to the membership directory. I expect that we could capitalize on these building blocks by constructing both member and institutional profiles to facilitate communications.

Another area that will strengthen NCURA's communication is electronic publishing. I will work diligently towards providing this media for our members with respect to our newsletter and professional journal, as well as explore other electronic publishing opportunities.

Partnerships: This year, NCURA will celebrate 40 years of existence. We are an organization that has spent much of its past growing and improving to be today's NCURA. Building on that foundation, I believe the national climate is ripe for developing long-term partnerships with other associations.

As my experience indicates, I will look for unique opportunities for NCURA to partner with other organizations in mutually advantageous ways. Clearly, the joint EARS Task Group with the Federal Demonstration Partnership provides an example of the benefit of partnering. I believe that there are many other opportunities that we can also identify and explore more thoroughly with organizations such as EDUCOM, AAMC, AUTM, COGR, SRA, AIRI, NASULGC, and NACUA.

In closing, I want to thank my colleagues who have shared their time, energy, and creativity with me in service to NCURA.

PROFESSIONAL EXPERIENCE

Emory University

Assistant Vice President: Office of Research, September 1993-Present.
Director: Office of Sponsored Programs (OSP), September 1996-Present.
Associate Director: Office of Sponsored Programs (OSP), September 1986 - August 1996.
Assistant Director: Office of Sponsored Programs (OSP), July, 1985-August, 1986.

University of Florida

Grants and Contracts Coordinator: Division of Sponsored Research, September, 1981-June, 1985.
Basic Grant (BEOG) Coordinator: Student Financial Affairs, January, 1980-September, 1981.
Financial Aid Counselor: Student Financial Affairs (University of Florida, Gainesville, Florida), August, 1979-December, 1979
Assistant Supervisor: Shands Teaching Hospital, Admissions and Financial Arrangements, June, 1978-August, 1979

PROFESSIONAL ORGANIZATIONS & ACTIVITIES

Council on Governmental Relations (COGR)
Society of Research Administrators (SRA)
Federal Demonstration Partnership (FDP), Phase II and Phase III

Annual Election – Treasurer



F. John Case

**Assistant Vice President & Controller
Desert Research Institute,
University and Community College System of Nevada (UCCSN)**

NCURA ACTIVITIES

NCURA Member, 1988-present
Faculty Member, National “Fundamentals of Sponsored Project Administration” Workshop, 1998-2000
Member, National Meeting Program Committee, 1998
Member, Region VI Regional Outstanding Achievement in Research Administration Award Committee, 1998
Member, Region VI Travel Award Committee, 1998
Faculty Member, Research Administration for the Newcomer, Emphasis on Post-Award Administration, National Meeting, 1994, 1995, 1996, 1997, 1998
Member, Program Committee, Regions VI & VII Meeting, 1997, 1998
Member, Ad-Hoc Committee on Professional Development, Region VI, 1997
Discussion Group Leader, National Meeting, 1997
Moderator and Panelist, Regions VI & VII Meeting, 1997, 1998
Faculty Member, Research Administration for the Newcomer, Regions VI & VII Meeting, 1997, 1998
Member, Region II Steering Committee, 1992-1994
Member, Program Committee, Region II Meeting, 1991, 1994
Member, National Membership Committee, 1990-1992
Panelist, Region II Meeting, 1991, 1992, 1993, 1994
Facilitator, Discussion Groups, Region II Meeting, 1994
Moderator, Region II Meeting, 1993, 1994
Moderator, National Meeting, 1992, 1993
Panelist, National Meeting, 1991, 1992
Coordinator, Region II, NCURA Annual Meeting Competition, 1991

RESPONSIBILITIES OF PRESENT POSITION

- Responsible for managing the financial and administrative computing functions of the Institute.
- Financial management functions include grant and contract postaward administration, indirect cost proposal preparation and negotiation, state budgeting, cash management, staff benefit rate development, accounts payable, accounts receivable, property management, financial statement preparation and all audit activities.
- Administrative computing functions include oversight of all systems development in the areas of electronic research administration, relational database management systems (data warehousing), electronic forms, and the internal World Wide Web.
- Assist the Vice President for Finance and Administration in the areas of human resources, facilities, grant and contract administration, health and safety, information technology, and Institute budgeting.
- Responsible for implementation of policies and procedures related to finance and sponsored research.
- Responsible for all financial functions of the DRI Research Foundation and the Desert Research Parks, Inc.
- Chair various DRI and UCCSN committees

PROFESSIONAL EXPERIENCE

Desert Research Institute, University and Community College System of Nevada
Assistant Vice President and Controller,
September 1995 to Present

University of Rochester
Research Program Manager-Department of Medicine, School of Medicine and Dentistry,
October 1993 to September 1995
Director, Grant and Contract Accounting
Finance Department, July 1989 to
September 1993

Manager, Grant and Contract Accounting
Finance Department, February 1988 to
July 1989

University Cost Accountant Finance Department,
June 1987 to January 1988

Financial Analyst Finance Department,
July 1986 to May 1987

Sykes Datatronics, Inc.

Financial Analyst Finance Department, May
1983 to June 1986

Independent Consultant
Research Administration, Financial and
Administrative Management, June 1988 to
Present

PROFESSIONAL ORGANIZATIONS AND ACTIVITIES

National Association of College and University Business Officers (NACUBO)
Society of Research Administrators (SRA)
Council on Governmental Relations (COGR)

GOALS AND OBJECTIVES

Since becoming a member in 1988, I have grown in many ways as a research administrator through NCURA. While serving on regional and national committees, organizing meeting sessions, and being a faculty member for workshops, NCURA has helped me develop professionally. The nomination for Treasurer of NCURA is an honor for me, and I hope through this position I will be able to return to the organization and its members some of the benefits I have received.

NCURA is an organization whose main purpose is to educate and assist professionals in the administration of sponsored programs. I have seen NCURA grow in many areas with new programs, professional development, information technology, and communication of research administration issues.

As NCURA Treasurer, I will work with the national and regional officers and committees in continuing to provide research administration professionals with the knowledge and tools needed to succeed in this constantly changing profession. I will work with the membership to continuously improve NCURA's professional development activities through national and regional meetings as well as workshops. Using improved technology, we can provide professional development cost effectively to all NCURA members. Also, I will work with the officers in further developing policies and procedures in research administration that will benefit both NCURA's membership as well as the sponsors of research on our campuses. Communication and teamwork between the officers, membership and sponsors is critical in developing such policies and procedures.

Lastly, as Treasurer, maintaining NCURA's fiscal viability is critical. Through the budgeting process, review and development of policies, and oversight of the financial records, I will maintain and strive to improve NCURA's financial status. Working with the other officers, we can provide a strong financial future for the organization.

As a research administrator, I have benefited from many of NCURA's members, its regional, national and special conferences, and its workshops. I am excited about the opportunity to serve as the Treasurer of this fine organization.

Annual Election – Treasurer



**Pamela B.
Whitlock**

**Director, Office of
Research
Administration
University of North
Carolina at
Wilmington**

NCURA ACTIVITIES

Member, 1985 to Present
Chair, Research Administrators Professional and Institutional Development Committee, 1997 - Present
Member, Predominantly Undergraduate Institutions Conference Program Committee, 1998
Executive Committee Regional Representative, Region III, 1994-96
Chair, Outstanding Member Selection Committee, National, 1996
Regional Representative, National Finance and Budget Committee, 1992-94
Chair, Region III, 1993-94
Chair-elect/Program Committee Chair, Region III, 1992-93
Secretary/Treasurer, Region III, 1990-92
Chair, By-laws Committee, Region III, 1989-90
Chair, Ad-hoc Professional Development Committee, Region III, 1996 - Present
Workshop faculty, National meetings, 1996, 1997
Workshop evaluator, National meeting, 1995
Panel Coordinator/Moderator, National meeting, 1996
Workshop faculty, Region III, 1998, 1995, 1994
Moderator, Presenter, Region III meetings, 1997, 1996

RESPONSIBILITIES OF PRESENT POSITION

As Director of the Office of Research Administration (ORA), I am responsible for the design and management of policies and procedures relating to all externally funded projects and for assuring effective and timely management of university research proposals and awards from development and submission through the audit process. I negotiate and accept awards made to the university. I am responsible for planning and implementing sponsored programs/contracts and grants information systems and ERA initiatives. I serve as the FDP representative. As a “cradle to grave” combined service office, we offer a centralized location for the fiscal and programmatic management of grants and contracts, as well as support in the proposal development area. ORA is responsible for compliance issues related to externally funded projects. As a result, I serve on the IACUC, IRB, and Patent Committee.

PROFESSIONAL EXPERIENCE

University of North Carolina at Wilmington
Director, Office of Research Administration,
1995 - present.

Assistant Director/Contracts and Grants Officer,
Office of Research Administration, 1985 - 1995
Admissions Coordinator, 1983 - 1985
Girls Incorporated of Wilmington
Executive Director, 1980 - 1983.

PROFESSIONAL ORGANIZATIONS AND ACTIVITIES

National Council of University Research Administrators
Society of Research Administrators
Institute of Management Accountants

OBJECTIVES AND GOALS

NCURA was established as a professional organization FOR college and university research administrators. Today's biggest challenge is to continue to be responsive to its members' needs. In the nearly fifteen years I've been a part of this organization, our profession has undergone many changes - research administrators no longer simply review proposals and make sure the proper number of copies are submitted to a funding agency. Rather, we wear many hats - advocate for our faculty, compliance manager, financial advisor, gatekeeper, and most importantly, mentors to the next generation of our profession.

NCURA's officers have the responsibility to position our organization to best meet these changing needs. By identifying the strengths we, as individual members, bring to the organization, and utilizing them to make us stronger, NCURA will remain a strong and viable organization which is poised to respond to the changing environment. The role of our officers in the next few years will be to carefully analyze the strategic plan as well as input from our members and use these data to define NCURA's future directions.

A focus for NCURA's future officers must be the financial soundness of our organization. In today's tightening of resources available to research administrators, the organization must be a good steward of our finances. This means containing costs to manage our organization to maximize resources available to support our membership in the form of conferences, meetings, and access to up-to-date information. It may require expanded collaboration with other organizations to maximize programs available to members. Special conferences have traditionally provided added exposure to NCURA, as well as being financially beneficial. My ten years of hands-on fiscal management of external projects provides the expertise to analyze and manage the organization's finances.

The integration of NCURA's Strategic Plan with a long range financial plan will strengthen the organization, allow for long term initiatives, and provide a basis for being able to respond to emerging needs of its members. Some risk taking may well be a part of this plan—alternative modes of service delivery, special conferences, innovative recruitment techniques, and expanded membership benefits. Financial planning cannot exist in a vacuum, but must be an integral component of an overall long range plan.

Service to our members through the Regional organizations must not be neglected. As budgets are reviewed, NCURA's leaders must be cognizant that many of our members are unable to attend national meetings. Tomorrow's national leaders are those being groomed at the regional level today. The national organization has an excellent record in providing assistance to the regions. If we are to develop new leaders, this must continue, not only financially, but through providing opportunities for these members to actively participate in national activities.

Professional development must remain a high priority. Long known for its quality educational programs, NCURA must continue to capitalize on this strength by providing cutting-edge programs for its diverse membership, both at regular meetings and special conferences. A careful analysis of membership needs will build the basis for continued leadership in research administration. Through a strong professional development program, NCURA can achieve its strategic objective of increasing diverse membership, leading to a dependable cash flow.

Our membership and professional development committees must continue to work together to recruit new members while never losing sight of our responsibility to our existing membership. Our focus on membership must be two-pronged—both recruitment and retention. As our regions begin to expand their activities in these areas, there must be continued support at the national level for these endeavors. Our regional organization is the training ground for our future national leaders. Strong member recruitment on this level promotes our national organization as a leader in our field and grooms research administrators to assume future national roles.

In summary, I believe we must not forget that NCURA is an organization of individuals who volunteer their time and resources to advance the understanding of research administration at all levels and across a broad spectrum of institutions. Our organization is only as strong and responsive as its membership. Financial responsibility, quality professional development, and perceived benefits of membership will continue to be the cornerstones which lead NCURA into the 21st century as a strong voice in research administration.

*See the center of this
Newsletter for a
Ballot and return
envelope!*

Travel Awards Program

(Continued from page 1)

personally visited dozens of institutions, promoting NCURA and the benefits of belonging to our organization. She also served as the regional representative to the Membership Committee from 1994 until illness forced her retirement.

These facts do not begin to convey the enthusiasm and indefatigable energy which Cathy brought to every task she undertook, nor do they reflect the extraordinary commitment she had in advancing diversity in NCURA's membership. Those of us who worked with her cherish her warmth, sense of humor, perseverance and above all, her faith in a positive outcome.

In recognition of Catherine's service on the Membership Committee as well as being the catalyst behind the development of the existing travel award program, the Membership Committee unanimously recommended to the Executive Committee, who approved, the name change to honor her.

The Catherine Core Minority Travel Award is being offered this year to research administrators who, because of fiscal constraints, could not otherwise attend NCURA's 40th Annual Meeting at the Hilton Washington in November. The Travel Awards Program continues with its goal and purpose to acquaint the awardees with NCURA and the services it offers to its membership. Additionally, the program provides an opportunity to network and interact with peers and colleagues who face the same problems and challenges of the ever changing research environment; and the opportunity to access the most current information and regulations that affect our institutions.

The criteria for selection are as follows:

The individual

- Must be engaged in the administration of sponsored programs
- Must represent one of the following minority classifications: African American, Hispanic, American Indian or Alaskan Native, Asian or Pacific Islander
- Must never have attended an NCURA national meeting

- Must agree to stay at the host hotel for the duration of the meeting and be responsible for making his/her own room reservations accordingly
- Must include with this application a letter of support from an official at their institution which clearly delineates the benefits to the applicant and institution
- Must submit a report on his/her annual meeting experiences within thirty (30) days of the meeting

The deadline for the Catherine Core Minority Travel Award applications is September 15, 1998. Application forms are available upon request from the NCURA National Office at (202) 466-3894 or e-mail at williams@ncura.edu.

Erica Magrum is Director, Office of Research Administration and Advancement at the University of Maryland, College Park Campus. William Corbett, Jr. is Director of Research Administration at the Dana-Farber Cancer Institute. Contributing to this article are Marti Dunne, Acting Director, Office of Sponsored Programs at New York University and Joan Warfield, Chair of the Membership Committee and Senior Administrator, Sponsored Projects at the Johns Hopkins University.

Slate *(Continued from page 1)*

The Treasurer, an executive officer of the Council, is the chief financial officer responsible for coordinating the budget process, the investment of funds, the development of fiscal policies, and the oversight of the financial records and accounts. The Treasurer serves a two-year term beginning at the conclusion of the Annual Business Meeting. He/she serves as ex-officio of the Finance and Budget Committee.

Ada Sue Selwitz, Chair of the Nominating Committee and Region III representative to the committee; JoAnn Moretti of Region I; Glenn Davis and Marti Dunne of Region II; Pat Conway of Region IV; Sondra Ferstl of Region V; Bettye Albritton of Region VI; and Henry Hooper and Twila Fisher Reighley of Region VII, would like to thank everyone who participated in the nominating process. The Nominating Committee now urges each member to participate in the election process by casting a ballot. See page 27 for committee photo.

Ada Sue Selwitz is Director, Sponsored Program Development/ Research Subjects Office at the University of Kentucky.

Call for Volunteers

Want to make a difference? Of course you do, but who has time today to add one more commitment to an already hectic schedule? You do! You can feel the joy of giving by donating a very small portion of your time and talent at NCURA's 40th Annual Meeting.

There is a very real need for members to volunteer during our Annual Meeting. Workshop faculty and concurrent session speakers need help distributing handout material. The NCURA staff need help at the registration desk and at various scheduled events. And...we still need help directing members to the location of meeting rooms.

This is a wonderful way to meet new members or chat with some of our senior members. Last year a number of members chose to give a small portion of their time and found it a rewarding experience. 1997 NCURA Annual Meeting Volunteer, Arezu Movahed from Portland State University will become this year's volunteer coordinator. She will be forming lists of members who would like to give one or two hours of their time during the meeting. If you would like to help, please contact Arezu at movaheda@pdx.edu or contact NCURA Executive Director, Kathleen Larmett. Kathy may be reached at larmett@ncura.edu

We are always looking for ways to involve more of our members. This is your association and your opportunity to make a difference! Please become involved!

"Father of the Internet" to Provide Keynote Address at ERA III

Denise J. Clark and Pamela A. Webb



Dr. Vinton G. Cerf, the "Father of the Internet", and Senior Vice President, Internet Architecture and Engineering, MCI Communications Corporation, will provide the keynote speech at the Electronic Research

Administration III Conference, which will be held August 6-8, 1998 at the Emory Conference Center in Atlanta, Georgia. Dr. Cerf is the co-inventor of the TCP/IP protocol, the language for Internet communications. He also holds the distinction of introducing the term "Internet" into our vocabulary.

At MCI, Dr. Cerf is responsible for the development of Internet MCI, one of the world's fastest and largest Internet backbones. His organization oversees the design of the network architecture that enables MCI to deliver data, information, voice and video services to businesses and consumers. Dr. Cerf began his career at MCI in the early 1980s, and was the chief architect of MCI Mail, one of the first commercial electronic mail services. Before rejoining MCI, he served as vice president of the Corporation for National Research Initiatives (CNRI), where he conducted national research efforts on information infrastructure technologies. In his keynote speech, Dr. Cerf will render his insights on how new communication channels will impact us in our current transition, as well as how they will affect future business transactions.

In addition to the keynote address, the conference will include over 50 concurrent sessions and hands-on computer laboratory sessions. Also featured will be a wide variety of discussion sessions, two dynamite pre-conference workshops, and for the first time, demonstration sessions and an open training lab. 500 research administrators, technical professionals, and federal agency representatives are expected to attend. The final program is available on the NCURA web site at www.ncura.edu.

What does this meeting have to offer that makes it unique from the previous two ERA conferences? In addition to providing a technical professional track, ERA III offers participants the ability to see some electronic functionality in action. We are following along in the theme of the conference "The Dream is Becoming a Reality" by noting that the first conference was focused on bringing the concept of

ERA forward to the research community, the second conference was centered on analyzing design phase issues and ERA III will actually show some of the results of all the development activities underway. In effect, we want to demonstrate how we can go from conceptualizing and planning for ERA to actually doing it, while sharing the lessons learned along the way.

While much of the new ERA functionality will be shared in the concurrent sessions and the hands-on labs, there will also be a new feature at this conference demonstration sessions dedicated specifically to showing ERA in action. Eight organizations have been selected to demonstrate their emerging ERA systems, each with a slightly different focus. These demonstration sessions include ERA systems or components of systems developed by both small and large institutions (e.g., MIT, University of Minnesota, Arkansas Children's Hospital Research Institute), by consortia (e.g., GAMS), by institutions working in partnership with the private sector (e.g., Duke and American Management Systems), and systems developed by private companies (e.g., COS, InfoEd International, RAMS).

Another new ERA III conception is the Open Training Lab. Open Training Lab Coordinators Dick Keogh (Rhode Island College) and Ron Splittergerber (Colorado State) have lined up expert consultants from institutions across the country to provide advice to conference participants on such topics as troubleshooting Netscape and Explorer, working out frustrations with e-mail systems and presentation software, solving web site editing and production problems, dealing with designing and using databases, and working with the NIH Commons and NSF FastLane. Also planned are special demonstrations of personal digital assistants (PDAs) and of teleconferencing software. Senior technical professionals will also be on hand to help their fellow network administrators and programmer/analysts solve their tough technical problems, and several brave souls are volunteering to answer any and all questions that conference attendees bring in!

In addition, we've added a special attraction, "Meet the Feds." Slotted for Friday afternoon from 5:15-6:15, this social hour, housed in the Conference Center lounge, allows participants the chance to talk casually with our federal colleagues. Have a question regarding one of the federal presentations? Curious about a particular federal initiative? Care to

introduce yourself to your federal counterparts? Want to talk cost sharing? Just need a refreshment break? Just need to rest after a fun filled day of concurrent sessions? Then join co-hosts Richard Seligman, Director, Sponsored Research, California Institute of Technology and Joanna Rom, Director, Division of Grants and Agreements, National Science Foundation for this opportunity to relax and get to know one another.

In closing, our final word to you is leave the pumps and suits at home! Remember, we're talking Atlanta in August—the attire is casual and the atmosphere is informal. Hope to see you all there.

Denise J. Clark is Associate Director, Office of Sponsored Program at Cornell University. Pamela A. Webb is Director, Sponsored Projects and Information Systems at the University of California, Santa Barbara. They are co-chairs of this conference.



NCURA Calendar

1998

August 6-8

Electronic Research Administration III, Atlanta, Georgia

August 31-September 2

Fundamentals of Sponsored Project Administration, Washington, DC

November 1

Workshop '98 (40th Annual Meeting), Hilton Washington, Washington, DC

November 1-4

40th Annual Meeting, Hilton Washington, Washington, DC

1999

February 15-17

Fundamentals of Sponsored Project Administration, Orlando, Florida

April 17-20

Regions VI & VII Joint Spring Meeting
Coeur d' Alene, Idaho

April 26-28

Fundamentals of Sponsored Project Administration, Portland, Oregon

May 1-4

Region IV Spring Meeting, St. Louis, Missouri

May 16-20

Region III Spring Meeting, St. Simons Island, Georgia

June 21-23

Fundamentals of Sponsored Project Administration, Albuquerque, New Mexico

November 7

Workshop '99, Hilton Washington, Washington, DC

November 7-10

41st Annual Meeting, Hilton Washington, Washington, DC

NEWSLETTER DEADLINES: **September/October:**

Submission of Articles: *September 11* • Submission of Display Ads: *September 18*

Executive Committee



Front Row (l-r): Kim Moreland (ERA Committee Chair), Cheryl-Lee Howard (NCURA Vice President), Mary Husemoller (NCURA President), Christina Hansen (PDC Chair), Thomas Coggins (NCURA Secretary)

Middle Row (l-r): Carol Quintana (Publications Committee Chair), Nancy Wilkinson (Region III Rep.), Joan Warfield (Membership Committee Chair), Glenn Davis (Region II Rep.), Marianne Rinaldo Woods (Region V Rep.), Jamie Caldwell (representing Region IV's Gail Mitchell)

Back Row (l-r): Joyce Freedman (Region VI Rep.), Sally Tremaine (Region I Rep.), Ada Sue Selwitz (Nominating Committee Chair), and Terry May (Region VII Rep.)

Not pictured: John Fini (F&B Chair), Steve Hansen (Immediate Past President), Mareda Weiss (NCURA Treasurer), and Regina White (At-Large)

Nominating Committee



Front Row (l-r): Patricia Conway (Region IV Rep.), Henry Hooper (representing Region VII's Twila Fisher Reighley), Mary Husemoller (NCURA President), JoAnn Moretti (Region I Rep.)

Back Row: Bettye Albritton (Region VI Rep.), Ada Sue Selwitz (Chair and Region III Rep.), and Sondra Ferstl (Region V Rep.)

Not pictured: Marti Dunne (Region II Rep.)

The National Council of University Research Administrators (NCURA), founded in 1959, is an organization of individuals with professional interest in problems and policies relating to the administration of research, education and training activities at colleges and universities.

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your ncura staff...



Now We Meet Tracy Williams...

Not quite sure if your accounting department has paid your dues? Have you received a promotion? Going to a new department or changed universities altogether and want your NCURA info to follow you uninterrupted? Who ya gonna call? Why Tracy, of course.

Tracy, Administrative Assistant and Manager of Membership Services, is a native Washingtonian and mother of two, eleven year old Christopher and nine year old Melissa. She originally came to us on a temporary basis in April of last year. With our expanding services and desire to explore new horizons, the need for more staff became apparent and a month later she was hired as a permanent member of the NCURA staff.

Tracy's interests include swimming, biking, dancing and motorcycle riding. She also is very active in her neighborhood and school associations. In her "spare time", and with two children there isn't much of it, she volunteers at the local elementary school. "I see so many kids that can learn and do learn so much more with just a little bit of attention. Something they might not be getting at home. It's a fantastic feeling knowing that you've been a positive force in a child's life. I usually work with kindergarten and first graders, but I've had children run up and hug me at school that I haven't had contact with in three years. It's nice to know that they still

remember me. The feeling of love and appreciation that I get from them is beyond words."

Although we have recently added personnel to our staff Tracy is still relatively new to the office, considering the experience of some of our staff members. Looking back on her first year with the organization she had this to say, "May 1st of this year marked my one year anniversary with NCURA. And what a year it has been! Joining this office has truly had a profound impact on me. Working side by side with my fellow staff members, learning from their examples of dedication and professionalism has enabled me to assist the members more confidently and expeditiously. It has aided me in setting my own course toward personal as well as professional growth and success."

"I enjoy the fact that we are not only invested professionally but also personally in each others lives. The concern and caring doesn't stop when the five o'clock whistle blows. It is really wonderful to know that you have that kind of support. It makes it easier to communicate and gives the office an environment conducive to the high productivity level we maintain. It has been and continues to be extremely challenging and exciting to be a part of the NCURA experience."



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